



# Navy Warfare Development Command



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## Maritime Innovation Symposium Closing Comments



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Navy Warfare Development Command  
"Forward... For the Fleet"



# Thank You!

- Speakers
- Guests
- Online participants
- NWDC staff

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# Highlights of Key Findings

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- Historical best practices
  - Interwar years (technology, plans, tactics)
- Warfighter challenges
  - Budget constraints must fuel new thinking
- DCO/chat effectiveness
  - Broad interaction
- Ideas/recommendations that merit investigation (by objectives...)



# Symposium Objectives

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1. Identify conditions & processes conducive to innovation
2. Chart the hazards of innovation & propose ways to remove impediments
3. Describe challenges that need innovative solutions
4. Germinate & harvest ideas that can be turned into action
5. Educate & elevate awareness of innovation
6. Identify ways to instill a culture of innovation



# 1. Identify Conditions & Processes Conducive to Innovation



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- Fast and frequent experimentation (modeling, war gaming, at sea events) separate the bad ideas from the good. It also helps define and refine the Fleet problem and requirements
- Making the institution uncomfortable is when we know we're in about the right spot
- Open exposure to opposing points of view
- Incorporate people with diverse psychological personalities
- Warfighter suitability is a key driver, as well as philosophical, social and cultural drivers
- Time to think-- not buy our way out of problems
- Effective articulation of warfighter needs
- Redesign innovation practices
- Innovation is about capabilities
- Innovation must be incorporated into what we do every day

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## 2. Chart the Hazards of Innovation & Propose Ways to Remove Impediments



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- Must ask the right questions
- Must get the big picture right first
- Middle management “not in my lane” syndrome
- The bureaucracy of our acquisition process is a tremendous obstacle to innovation
- Our personnel system does not reward innovation...
- The Enterprises’ acquisition processes thwart the introduction of innovative ideas and technologies
- Age is a factor in perspectives, creativity, and boldness
- Innovation is not in everyone’s DNA
- Organizational misalignment



### 3. Describe Challenges that Need Innovative Solutions



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- We need to do much more computer assisted wargaming (thinking enemy)
- Adaptation can be competitive with innovation—preparing for future conflicts. TSC-based strategy is forcing us to prioritize adaptation to the immediate challenges
- Decreasing budgets demand innovative solutions
- Proliferation of information technology
- COIN operations in urban areas
- Evolvment of near-peer/peer competitors
- Integration with coalition partners
- Fighting in the face of high-end anti-access and counter C4ISR threats
- What should be the size, capacity, and role of USN and USMC?



## 4. Germinate & Harvest Ideas that can be Turned into Action



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- To innovate we can't be afraid to fail
- Urgent Universal Needs Statement (UUNS) was the only means to provide the warfighter a solution when he needed it
- E-5s through O-3s are a great source of ideas – less risk adverse
- Renew USN and USMC unity of efforts





## 5. Educate & Elevate Awareness of Innovation



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- Must write and publish – never know who is reading
- Must energize intellectual debate
- Symposium will serve as a stepping off for greater interests
- You can have an innovative culture and still control risk by keeping in mind the effect of a potential failure
- Innovation has three legs to stand on HISTORICAL PERSPECTIVE/PRESENT REALITIES/FUTURE NEEDS
- Understand the distinction between rapid and deliberate innovation
- Technology does not always equal innovation



## 6. Identify Ways to Instill a Culture of Innovation



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- In-source thinking and thinkers
- Two ways to instill innovations: through focused organizational change and corporate judo
- There is very little apparent emphasis on intellectual development--outside of a reading list
- We need a forum to debate!
- Give peers and subordinates 40% vote on a person's fitrep
- Horizontally structured organizations are better suited to adapt/change than vertically structured organizations
- CSG work-ups and NWC "thinkers" need to collaborate frequently before, during, and after deployments
- Until the culture is rebuilt, it will be difficult to build processes
- Change requires continuous senior leadership advocacy
- Deliberate investment for concept development
- Use social media



# Hotwash/Way Ahead

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- Assess substantive ideas and potential actions
- Deliver AAR to COM USFF
  - NLT 30 Mar and post to innovation portal
- Follow-on to CNO
- Continue the discovery ...
  - Build a network of innovators
  - Stand up innovation collaboration team
  - Plan future events (multi-service)



# Links

- Innovation Portal:

<https://www.nwdc.navy.mil/Pages/InnovationSyposium.aspx>

- Post-Event Survey:

<https://www.research.net/s/VYLPPWQ>

- Navy Lessons Learned:

<https://www.jllis.mil/NAVY/>

- Joint Warfighting Symposium:

<http://www.afcea.org/events/jwc/11/intro.asp>